



# GAINER & ASSOCIATES

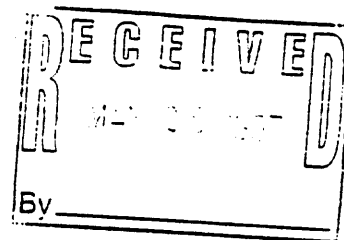
COMMUNITY DEVELOPMENT CONSULTANTS

■ Waste Reduction ■ Public Education ■ Economic Development

FAX

May 22, 1997

Caren Trgovcich, Deputy Director  
Waste Prevention & Market Development  
CALIFORNIA INTEGRATED WASTE MANAGEMENT BOARD  
8800 Cal Center Drive  
Sacramento, California 95826



Dear Ms. Trgovcich:

In response to your request for RMDZ Marketing Contract Concepts, I encourage the Board to consider an approach that emphasizes, encourages, and spearheads the concept of **INTEGRATION** to increase awareness of the program, its benefits, and the incentives available to businesses.

Integration has been a leading element in the approach Gainer & Associates uses in working with our local government and RMDZ clients. It has been our experience that lack of integration is often the weak link in a local program to promote recycling-based manufacturing and increasing industry awareness of what the RMDZ has to offer. When RMDZ services are not consistent with and integrated into other responsibilities and priority initiatives of local government, we see valuable business leads and opportunities fall through the cracks.

To increase the use of the RMDZ and strengthen its effectiveness, the approach should be to strategically integrate it into almost every function of local government. The following functional departments are the most obvious targets:

- Economic Development / Enterprise Zone / Redevelopment Agency
- Industry Retention & Expansion Program
- Community Development & Planning Department
- Public Works and Solid Waste Management Department
- Environmental Health Department
- Private Industry Council and Employment Training & Development Department
- Purchasing Department

When other local government agencies understand the relationship of the Zone/Loan program to their own primary functions, it increases efficiency and vital information exchange and referrals. Moreover, integration of the Zone program is the first step in institutionalizing the State's and local government's priority of retaining, attracting, expanding, converting, starting up, and assisting recycling-based manufacturing.

Beyond local government agencies, the RMDZ needs to be integrated into the priorities and information and referral services provided by local business associations, manufacturers

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groups and investors groups.

The organizational structure of each local Zone needs to be evaluated for its ability to integrate the RMDZ into other agencies and to tap other agencies' resources. We have found that some Zone organizational structures do not enhance this process of integration, but rather maintain the Zone activities as a separate function unto itself.

This simple process of integration requires in-service cross training initially. Later, the cross-department training can be followed up with written protocol for operations and on-the-job procedures.

Gainer & Associates would like to assist the Board's Zone and Loan Program staff in preparing and conducting this training to improve RMDZ integration. Please contact me, if you would like more information about this approach.

Sincerely,

**GAINER & ASSOCIATES**



Margaret A. Gainer, Principal

The original copy of this letter has been sent in the mail.